

VIRGINIA
MAIN Street
VIRGINIA DEPARTMENT
OF HOUSING AND
COMMUNITY DEVELOPMENT

FUND DEVELOPMENT:
PLANNING FOR
SUSTAINABILITY


Berryville – March 20
Dorville – March 22
Abingdon – March 26

Agenda



- 10 a.m.
 - Welcome and Main Street Overview
 - Goals and Objectives
 - Ice Breaker
- 10:30 a.m.
 - Presentation – Step by Step Fund Development
 - Fundraising Audit Exercise – Reporting
- BREAK
- 11:30 a.m.
 - Case for Support/Story Telling
- 12 noon
 - Working Lunch
- 1 p.m.
 - Report on Lunch Assignment
- 1:15 p.m.
 - Impact Matrix
 - Inspiration and Brainstorming – Fundraising Beyond Events

Objectives



- Basic, DIY framework for creating a fund development plan
- Internal Audit Exercise
- Introduce and Practice Impact Matrix
- Case for Support/Storytelling Practice
- Share stories, ideas and network

INSPIRE COMMUNITY TRANSFORMATION



What is Main Street?



National Main Street Center
a subsidiary of the
National Trust for Historic Preservation

- Method for reinvigorating the traditional downtown neighborhood
- Grassroots revitalization strategy

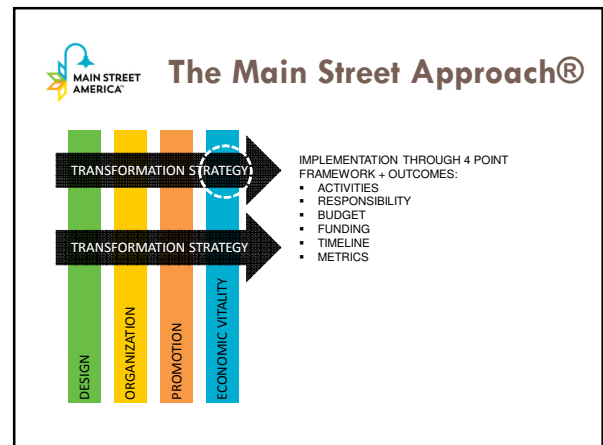
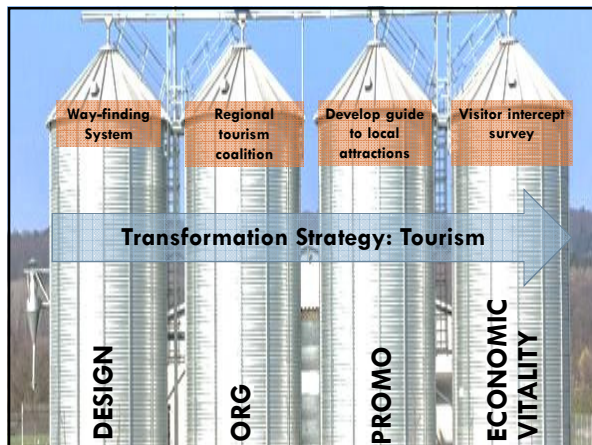
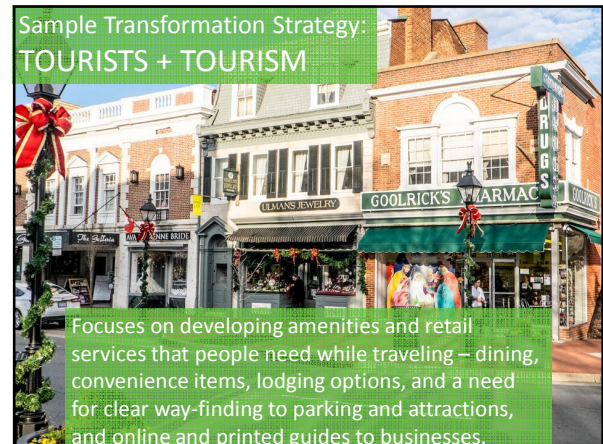
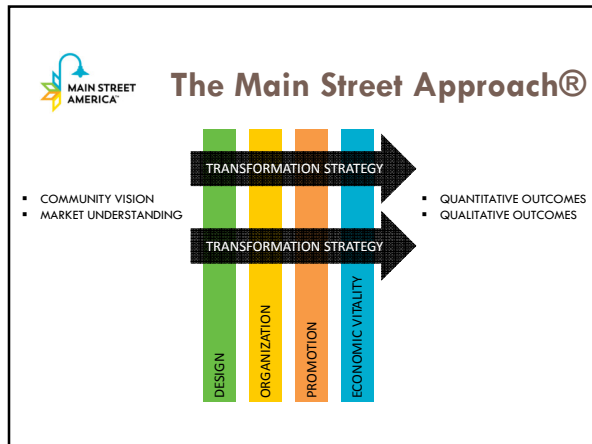


The Main Street Approach®

Three Tightly-Integrated Components

1. Community Visioning and Market Understanding
2. Transformation Strategies – Implemented through the Four Point Framework
3. Impact and Measurement





VIRGINIA MAIN Street **DHCD Community Affiliates**

Requirements

- Employ the Main Street Four Point Approach
- Current community contact information
- Attend trainings

Services

- Telephone consultation
- Main Street Information Sessions
- Workshop Series
- Organizational assistance
- VSBC Small Town & Merchant Program

I ♥ STARTUPS

VIRGINIA MAIN Street **Designated Community Services**

- Technical Assistance
 - Organizational assistance
 - Downtown marketplace plan development
 - Design assistance
 - Promotion development assistance
- Workshop Series
- Branding
- Public Relations
- Grants
- Scholarships

Ice Breaker!



- Name
- Community
- Role
- Nonprofit that you personally support and Why?

What defines a non-profit?



- an organization that works to serve a **public purpose**, rather than to provide **financial benefit** to any particular **individual, corporation, or entity**

Fund Development v. Fundraising: What's the Difference?



- **Fundraising (Transactional)**
- The act of asking for money, whether through face-to-face meetings, direct mail, special events, proposals to foundations, or responding to requests for proposals from government resources.

Fund Development v. Fundraising: What's the Difference?



- **Fund Development (Relational)**
- The ongoing, strategic positioning of an organization to sustain and grow its resources by building multiple relationships with those who understand and care about the organization's relevance to the community.
 - Shared Vision
 - Clear Articulation of Mission
 - Creative Strategies and,
 - Solid Communication Plan

Fund Development Plan



1. Mission/Vision
2. Organizational Objectives
3. Fundraising/Organizational Audit
4. Fundraising Objectives/Strategies
5. Work Planning/Budget/Schedule
6. Monitor/Report
7. Evaluation

Vision and Mission



- Vision
 - A clear statement of the world we want to see
 - What success looks like
 - *Fredericksburg's downtown is a place that balances historical identity with a strong modern presence.*

Vision and Mission



- Mission
 - ▣ Maps out how we intend to make it a reality
 - ▣ Provides the detail
 - *Preserve Fredericksburg's historic fabric and rich cultural history while encouraging a thriving economic future.*

Fundraising Audit



- Where are we now?
 - ▣ Reflection and Evaluation
- Where do we want to be?
 - ▣ Vision
- How are we going to get there?
 - ▣ Planning

Fundraising Audit



- Macro/External Factors
 - ▣ PEST
 - Political
 - Economic
 - Sociocultural
 - Technological
 - ▣ Competitors
 - ▣ Collaborators



Fundraising Audit



- Internal Factors
 - ▣ Current Funding
 - What are your current funding sources?
 - What generates the largest portion of your revenue?
 - Which sources are the most reliable?
 - Where is there room for growth?
 - Where should you devote more (or less) time?
 - What areas are not producing? Why?
 - Where can you involve more volunteers or board members?

Fundraising Audit



- Internal Factors
 - ▣ Past and Current Fundraising
 - What are your fundraising activities?
 - How much money do you spend?
 - How much income/revenue is generated?
 - How much staff and volunteer time is needed?
 - Can you show a return on investment?

Fundraising Audit



- Internal Factors
 - ▣ Organizational Capacity and Culture
 - Who is on your fundraising team?
 - How much fundraising experience does your staff/board have?
 - Do you have a donor recognition plan?
 - Do you have a new donor pipeline?
 - Are you raising money for a specific project/capital campaign?
 - Do you have a volunteer recognition plan?

Fundraising Audit



- Internal Factors
 - SWOT Analysis
 - Summary of your audit data
 - Do more than one
 - Organization
 - Director
 - Board
 - Events
 - Website

Goals



- Goals
 - action oriented
 - broad, not quantifiable

"Create and Sustain a strong Entrepreneurial Ecosystem"

"Provide Board with training in Fundraising"

"Expand our pool of individual donors"

Objectives



- **Specific** – relate to a concrete fundraising activity/activities
- **Measurable** – dollar targets, number of donors approached, expenses
- **Achievable** – realistic based on Fundraising Audit
- **Relevant** – mission, vision, need
- **Time** - deadlines

"Cultivate two (2) new tourism based businesses and assist one (1) existing retail business in expanding"

Donor Segments



- | | |
|----------------------------|---------------------------------|
| □ Corporate Donors | □ Individual Donors (segmented) |
| □ Events | □ Renew |
| □ Sponsors | □ Upgrade |
| □ Local Government Support | □ New |
| □ Direct Mail | □ Board Members |
| □ Telethon | □ Volunteers |
| □ Crowd Funding | □ Committee Members |
| □ Grants | □ Former Board Members |
| | □ Business Owners |
| | □ Building Owners |

Strategy

Individual Donors

- Letter writing campaign
- Open House/Happy Hour
- Personal appeal from Board member/ED

Provide Board Training in Fundraising

- ED and Board President will hire a consultant to provide training
- Board Retreat
- "The Fundraising Habits of Extremely Successful Boards"
- Send three (3) Board members to Downtown Intersections

Work Planning

Assignment

Budget

Timeline

Process



Roles in Fundraising



Staff Roles in Fundraising

- Supplies names, contact info of prospective supporters
- Conducts the research on foundations, groups, individuals
- Prepares fundraising materials, proposal
- Manages the timelines
- Produces thank you letters, grant reports

Board Roles in Fundraising

- Supplying names, contact info of prospective supporters
- Cultivates and asks an agreed upon number of people
- Volunteers for events
- Opens doors to business and foundations
- Making sure the agency is solvent and sustainable is a major responsibility of the board of directors: It's part of governance

Case for Support



- Is donor-oriented / donor-facing (written for donors)
- Clearly illustrates your organization's mission and vision for the future
- Tells donors why you need funding and what outcomes you are seeking from their investment
- Offers strong reasons why prospects should make gifts to your organization.
- Process of making insiders out of outsiders

6 Powerful Elements that Create an Airtight Case for Support

1. **Your Vision**
 - What difference will the money you raise make in the world?
2. **Your Problem**
 - What keeps your organization from achieving your vision?
3. **Your Plan**
 - How will you overcome the problem so you can achieve your vision?
4. **Your Costs**
 - What's your plan going to cost?
5. **Your "Why Now?"**
 - Why is it important to solve the problem now?
6. **Your Call to Action**
 - What can a donor do to help solve the problem and achieve the vision?

Resource: <https://capitalcampaignmasters.com/6-powerful-elements-that-create-an-airtight-case-for-support/>

Mad Libs

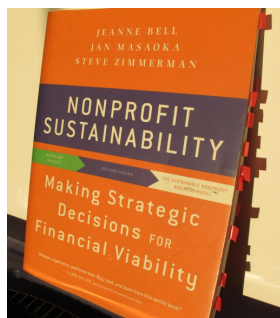


1. Case for Support Mad Lib – it has all six of the "powerful elements"
2. Choose a word for each part of speech specified
3. Read the story out loud, filling your words in the blanks
4. Laugh and laugh some more
5. Afterward, let's look for the elements of the case for support

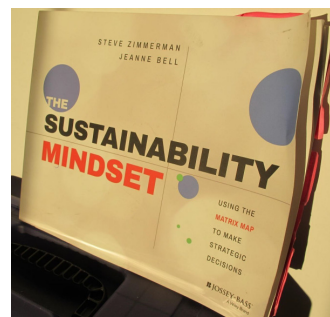
Case for Support/Storytelling Exercise

- Write a Case for Support
- Audience
 - City Council – Table 1
 - Event Sponsor – Table 2
 - Individual Donors – Table 3
 - Corporate Donors – Table 4
- What would your audience find valuable?
- What stories do they want/need to hear?

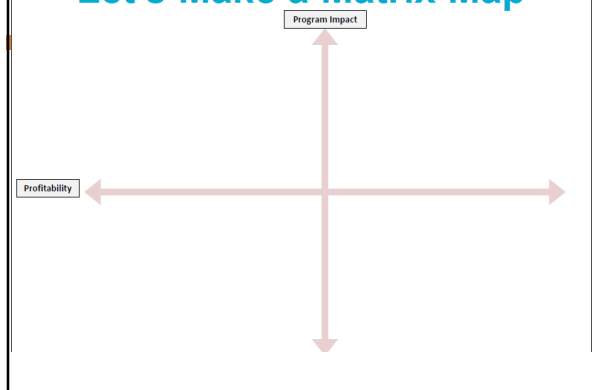
Matrix Map: a thinking tool



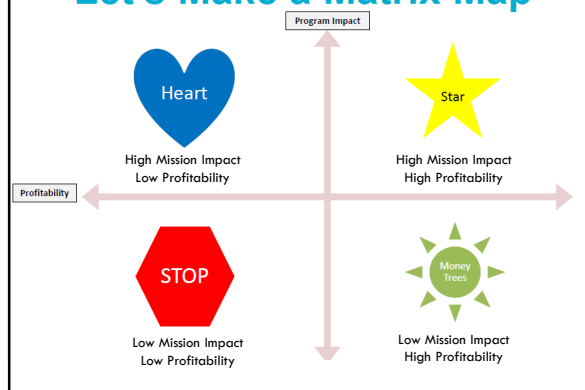
Matrix Map II



Let's Make a Matrix Map



Let's Make a Matrix Map



Fundraising

- What are you doing to raise funds?
- What else?
 - ▣ Think beyond events...
 - ▣ Think beyond the city allocation...

VIRGINIA
MAIN STREET
DOWNTOWN INTERSECTIONS

VIRGINIA DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

**July 10-12, 2017
Winchester, VA**

- Website - www.dhcd.virginia.gov/MainStreet
- Blog - <https://dhcdvms.wordpress.com/>
- National Main Street Center
 - www.mainstreet.org
 - Main Street Now Conference, Pittsburgh, PA May 1-3, 2017